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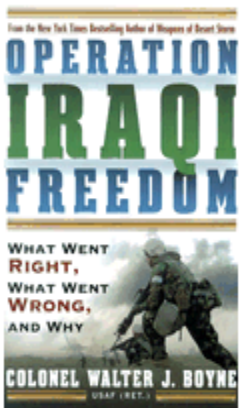
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**BOOK**

BOOK



[Operation Iraqi freedom : what went right, what went wrong, and why](#)

By: [Walter J Boyne](#)

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ISBN: 0765310384

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[Air & Space Power Journal](#), [Summer, 2003](#) by [Anthony C. Cain](#)

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HOW CAN WE know that a transformation is occurring or has occurred? The realization does not always come crashing down on the observer like a 2,000-pound precision munition. Sometimes transformational effects subtly erode accepted practices, just as sandpaper smooths rough surfaces on wood to reveal a true masterpiece. When transformation occurs, there may be a moment when commentators cannot process what they witness. But when the moment passes, they recognize the new effects as "normal." It's as if they had always known such things were possible but had never decided to try them. Unfolding events in Operations Enduring Freedom and Iraqi Freedom bear witness to a transformation in air and space power that is simultaneously dramatic and subtle. If we don't take time to reflect on the nature of this transformation, we might miss its significance.

First, operations did not begin with the decapitating strikes, nor with the much-touted "shock and awe" bombing campaign, nor with the multipronged thrust into Iraq by British, Australian, and US ground and special operations forces. The foundation for every success that the coalition has enjoyed to date stems from an intense information-gathering campaign that relied on air and space power, human

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**Third Infantry Division (Mechanized) After Action Report
Operation IRAQI FREEDOM**

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LESSONS LEARNED - FULL SPECTRUM OPERATIONS CIVIL MILITARY OPERATIONS

Lessons Learned

- Minimize boundary changes and unit moves to allow units to establish a relationship with the locals in the area.
- Plan for SASO before combat operations begin and be prepared for transition to SASO early.
- Allocate a minimum of one military police (MP) battalion per maneuver division for the initial stages of SASO operations.
- Allocate one CA brigade per maneuver division for the initial stages of SASO operations.
- Train for SASO in conjunction with combat operations training.